

STATE OF WASHINGTON DEPARTMENT OF CORRECTIONS – 310

The Washington State Department of Corrections is responsible for all felony and gross misdemeanor offenders sentenced in Washington State Superior Courts. In order to fulfill this statutory responsibility, the Department employs over 8,200 men and women to administer custodial supervision in prison facilities, supervise offenders in the community, and provide administrative and program support. The Department is divided into five programs for budget purposes. These programs are:

- Program 100 – Administration and Program Support
- Program 200 – Institutional Services
- Program 300 – Community Corrections
- Program 400 – Correctional Industries
- Program 600 – Interagency Services

PROGRAM 100 OFFICE OF THE SECRETARY

The Office of the Secretary provides overall leadership and management of all Department activities, policies, and operations. The Office of the Secretary represents the Department, and upon request, the Governor, to all political subdivisions and the federal government relating to correctional matters or special projects.

In addition, the following assignments are statutorily the responsibility of the Secretary:

- Ex-Officio Member – Correctional Industries Board;
- Co-Chair – Statewide Law and Justice Advisory Council;
- Member – Washington State Sentencing Guidelines Commission; and
- Member – Organized Crime Advisory Board.

The Office of the Secretary includes the following:

Government Relations and Constituent Affairs

Government Relations and Constituent Affairs serves the Secretary in the management and coordination of communications and activities between offices and program areas. The unit manages and directs legislative, congressional, and constituent relations for the Department, advises the Department on the impacts of state and federal legislation, and assists in educating the public, other governmental entities, and Department staff about estimated impacts and implementation issues associated with proposed and enacted legislation. In addition, the unit coordinates information requests from the Legislature regarding Department programs and clientele.

Public Information

The Public Information Office is responsible for Department media relations and public affairs initiatives, communicating Department philosophy and objectives to the general public and criminal justice stakeholders, publishing the Department newsletter, and serving as the liaison with the media. The Public Information Chief serves as the Department spokesperson in emergency and crisis situations.

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Community Protection Unit

The Community Protection Unit provides Department staff, victims, law enforcement, and service providers the information required to make informed decisions regarding offenders releasing to the community. The unit gathers, analyzes, and distributes information in the form of victim notifications, sexually violent predator referrals, law enforcement notifications, risk management and dangerous mentally ill offender screening decisions. An equally important function is to support Department staff and the community in the management of high-risk offenders. The unit meets this goal through risk assessment protocols, creating and building programs that provide transition services for offenders, and developing partnerships with other agencies, victims groups, and community organizations. The following program descriptions give a brief overview of each program within the Community Protection Unit.

Risk Management Identification and Transition Program – The Risk Management Identification and Transition Program provides support, direction, and oversight to field and institution operations in the identification and transition of high-risk offenders into the community. Offenders identified as high-risk will be transitioned through the use of Risk Management Transition Teams, which include Department staff, community members, service providers, and law enforcement. The offender's Counselor/Community Corrections Officer can access community resources through shared databases and Risk Management staff. Risk Management staff are responsible for developing community resources such as housing options and treatment services which will maximize the Department's ability to supervise and manage these difficult offenders.

End of Sentence Review/Sex Offender Civil Commitment Program – The End of Sentence Review/Sex Offender Civil Commitment Program provides staff work to the End of Sentence Review Committee, an interagency group which is responsible for making a variety of decisions regarding sex offenders releasing into the community and tracking all civil commitment referrals. The End of Sentence Review Manager is responsible for referring offenders who appear to be sexually violent predators under RCW 71.09 to the appropriate prosecuting attorney for possible civil commitment.

Law Enforcement/Department of Social and Health Services (DSHS) Notification Program – Washington State law requires agencies releasing sex offenders into the community to complete a sex offender notification to local law enforcement 30 days prior to the offender's release. Notification staff conduct file reviews on all sex offenders referred to the Community Protection Unit and complete the Washington State Offender Risk Level Classification Tool. The notification includes justification for the designated risk level, a narrative description of the offender's criminal history, and the risks he/she poses to the community. Staff also provides necessary and relevant information to Child and Adult Protective Services and other public and private organizations, which may be impacted by the offender's release. This program has oversight responsibility for sex offender registration within the Department of Corrections.

Victim Services – Victim Services, also known as Victim/Witness Notification Program, is responsible for notifying victims and witnesses of offenders who will be released from total confinement for violent, sex, drug, and felony harassment offenses. These

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notifications include notice of an offender's transfer to work release, release on appeals, and all escorted community leaves, escapes, and other types of releases. Victim Services also provides victim safety planning, such as victim wrap arounds, and resource referral services to victims of violent crimes. Any victim or witness of an eligible crime or any concerned citizen interested in a specific convicted sex offender can enroll in the program.

Dangerous Mentally Ill Offender (DMIO) Program – The DMIO Program is intended to help provide improved public safety and additional mental health treatment for offenders diagnosed with a major mental disorder or are developmentally disabled and are identified as being dangerous as a result of their mental disability prior to their release into the community. DSHS and the Department have entered into an agreement to expedite financial and medical eligibility for this targeted population. This process requires extensive pre-release planning and cooperative interagency teams. DSHS and the Department have also created a DMIO Committee which meets once a month to review referrals to determine if the offender meets DMIO criteria, if civil commitment under RCW 71.05 should be pursued, and to establish a transition team.

Quality

The Quality Program for the Department is responsible for developing, managing, and leading all quality activities in the Department and serves as a liaison between the Department and other agencies, including the Governor's office, on quality and process improvement issues. The Program provides leadership and training to integrate quality principles and methodologies into the agency process and procedures. The Program also assists in the coordination implementation of agency balanced scorecards, self-assessment surveys, other standardized assessment tools, and works with executive managers to identify organizational performance gaps.

OFFICE OF ADMINISTRATIVE SERVICES

The Office of Administrative Services (OAS) provides administrative and support services to the entire Department. The Office participates in policy formulation and coordinates Department operations with other state and local agencies, the Legislature, and the private sector. This includes administering the operating and capital budget processes, financial and business activities, human resources, risk management, safety program, information technology, contracting, purchasing, records management, publications, strategic planning, research, and capital planning and development.

Budget, Research, and Strategic Planning

The Budget, Research, and Strategic Planning Unit is responsible for providing budget, research, and strategic planning services to the Department. These activities include developing and implementing the agency operating budget and strategic plan, allotments, expenditure studies, program analysis, estimating the fiscal impact of proposed legislation, and monitoring the major operating programs within the Department. The unit also provides offender-related data, statistical summaries, and technical assistance to Department staff, other state agencies, and the public in addition to conducting research, program evaluations, operational analysis, and studies to develop or contribute to offender management, programming, or operational knowledge for the Department and the criminal justice community. The

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Budget, Research, and Strategic Planning unit also coordinates and assists the Department with developing, reporting, and monitoring Department performance measures.

Business Services

Business Services is responsible for agency financial and business services, offender banking, and warehouse support for the Department. The Department's business services offices are located in each of the Department's five geographical regions and at each prison facility to ensure seamless customer service and transactions. Business Services acts as the liaison for the Department with the Office of the State Treasurer, Office of Financial Management, Office of the Secretary of State, Office of the State Auditor, Department of General Administration and other governmental and non-governmental organizations.

Business service activities throughout the state include, but are not limited, to:

- Payroll processing and attendance tracking for more than 8,200 employees.
- Purchasing and processing vendor payments for all goods and services.
- Managing all offender funds kept in trust for over 16,600 offenders through the use of the stand-alone Trust Accounting System. The collection of offender debt and obligations, including room and board costs for offenders in work releases.
- Management of payments from offenders on community supervision for cost of supervision, legal financial obligations for offenders having a current debt to a county court, and inmate work crews.
- Maintaining the warehouse and stores operations at all major facilities through a centralized accounts receivable system.
- Administers the Department's lease purchase program.
- Administers and provides statewide building lease support to the Department.
- Providing inventory management of fixed assets and consumable goods.
- Providing the Department with records management services.
- Providing contracting services including administrative rules hearings.
- Responding to and coordinating public disclosure requests.

Human Resources

The Human Resources Section is responsible for personnel operations, personnel program support, and labor relations. These functions include specialized staff located at Headquarters that are responsible for developing, reviewing, coordinating, analyzing, and evaluating statewide issues, such as classification and compensation, labor-management contracts negotiation and implementation, developing technology applications for work efficiency and data reporting, and policy coordination and development. Other responsibilities include the targeted recruitment of diverse staff to meet the changing business and demographic needs of the Department. The section represents the Department before external agencies, such as the Department of Personnel, Personnel Resources Board, and Public Employment Relations Commission.

The Human Resources Section is responsible for directing the implementation of the provisions of the Personnel System Reform Act of 2002 (HR 2005), also known as Washington Works, including civil service reform, collective bargaining, and competitive contracting.

Professional and technical human resources staff are also located in the institutions and offices and are responsible for implementing and managing daily human resources activities. These activities include

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responsibilities such as recruiting, screening and selection of employees, ensuring human resource actions are in compliance with Merit System Rules and other state and federal regulations. In addition, staff provide training to supervisors on their human resources responsibilities, and other related topics, such as preventing sexual harassment, providing data support impacting employment, and payroll activities and records. Staff also advises employees and management on a variety of human resources issues, provide support for grievance procedures, and the investigation and appropriate disposition of employee misconduct incidents.

Workplace Diversity

The Workplace Diversity Section ensures that the Department complies with federal requirements for Equal Employment Opportunity Plan guidelines and practices, Americans with Disabilities Act, sexual harassment laws, and other state and federal laws against discrimination in the workplace. The Workplace Diversity Section provides consulting and technical assistance training, processes complaints, completes internal and external investigations, and administers reporting and tracking systems related to workplace diversity issues. The Section also provides assistance and coordination for diversity and other related activities designed to build a more respectful workplace environment.

Information Technology

The Information Technology Section designs, develops, implements, and maintains information technology hardware, software, application, and network solutions that facilitate efficient access and utilization of offender and Department information. This Section provides cooperative support for criminal justice information sharing with other governmental agencies and ensures the security and integrity of Department data and systems. The Information Technology Section provides technical support to all staff in over 140 facilities and offices statewide. The Section supports a wide range of services including, but not limited to, mainframe applications, electronic mail, web applications, desktop productivity applications, offender kiosks, file and print services, and local and wide area network connectivity internal and external to the Department.

The Information Technology Section is responsible for the Offender Management Network Information (OMNI) system, a multi-year project to replace the outdated Offender Based Tracking System (OBTS). OMNI is currently in phase 2 of a four-part implementation process. OMNI is a mission critical system for the Department that provides a significant level of functionality beyond the legacy OBTS system, such as the Offender Accountability Plans (OAP) and OAP verification capability. Continued development and implementation of OMNI is an essential component of the Department's strategies to successfully manage the mandates of the Offender Accountability Act, in the community and institutional settings. Until full implementation of OMNI is realized, the Department will be required to maintain access to both OBTS and OMNI.

Risk Management and Safety

The Risk Management and Safety Section protects the Department's assets which includes finances, equipment, and personnel from accidental and unanticipated loss. The Department's tort liability arises from a number of areas including allegations of negligent supervision, vehicle accidents, injury to offenders or visitors, loss or damage to property, and employment related claims. Protecting the Department is accomplished through a number of programs including: Identification and Analysis of Risk Exposures; Evaluation, Selection, Implementation and Management of Loss Control Strategies, Management of Risk Finance and Risk Transfer Strategies, Worker's Compensation Claims Management, and Tort Liability Claims and Litigation Management.

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**PROGRAM 200
INSTITUTIONAL SERVICES**

Institutional Services is comprised of the Office of Correctional Operations (OCO) Deputy Secretary's Office, five regional offices, 15 institutions, and 15 work release facilities.

The 15 adult institutions provide for the safe and humane confinement of offenders. In carrying out the major objectives defined in the Sentencing Reform Act of 1981, each institution is obligated to provide a range of basic services to meet the needs of its offender population including food service, health care, education, treatment, vocational, and work programs. Services provided to the offender population are intended to provide opportunities for offenders to engage in activities that will enhance their academic and/or vocational skill levels, enhance effective offender management, and better prepare offenders for eventual release to the community. The primary operational functions of confinement are:

- To provide facilities with the appropriate security features and equipment necessary to detain and safely manage offenders housed in total and partial confinement.
- To provide for a level of staff supervision of offender activities consistent with the risk management level and custody level classification of the offender population.
- To create programming requirements that reduce the risk of re-offense, reflect the values of the community including avoiding idleness, adopting a work ethic, providing opportunities for self-improvement, providing tangible rewards for accomplishments, and sharing in the obligations of the community.
- To provide services to the offender population including special populations such as mentally ill offenders, developmentally disabled offenders, long-term offenders, and sex offenders.
- To prudently manage the physical plants at each of the institutions.

SHIFTS IN PROGRAM OR SERVICES EMPHASIS

The Department continues to experience a significant increase in average daily population. Most of the offender population growth between Fiscal Years 1989 and 1995 was due to increases in the number of admissions for drug offenses. Recently enacted crime laws have increased sentences for offenders convicted of drug crimes, sex offenses, multiple felonies, use of weapons, and prison misbehavior. Longer sentences have caused the offender population to increase both in total numbers and average age. This increase has been partially mitigated by other legislation creating a sentencing alternative for drug offenders, and reductions in sentence length for certain drug offenders and during the 2003 Legislative session the passage of ESSB 5990 which shortened prison stays for certain low-risk offenders by 17 percent. Institutions, however, continue to operate above operational capacity.

In order to address the operational capacity issues the Department is required to rent 570 beds from out of state facilities and local jails. These measures are subject to highly variable local and national supply and demand conditions. As such, long-term renting of bed capacity is not a sustainable practice. In order to address the state capacity issues, the Department will make implementing a forthcoming Statewide Capacity Plan a priority. The plan will identify and prioritize projects that will address the overcrowding issues in a sustainable and cost effective manner.

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In addition to the tension that prison overcrowding is bringing to the system, the elimination of the Correctional Industries Class 1 offender work program will likely increase the level of offender idleness within the facilities for a period of time. The change in work conditions, loss of wages, and disruption to historical day-to-day operations may become a destabilizing factor in several facilities. Please refer to the Program 400-Correctional Industries program discussion or the Correctional Industries Business Plan for additional information.

POPULATION FORECAST

The Caseload Forecast Council, an independent state agency, adopts the Adult Inmate Forecast under the provision of RCW 43.88C. This forecast is the basis of the Department's budget request. The Caseload Forecast Council's population projections indicate that the prison population will increase by 18 percent by 2010.

Inmate Population	
	Average Daily Pop
6/30/1998	13,859
6/30/1999	14,558
6/30/2000	14,721
6/30/2001	15,306
6/30/2002	16,006
6/30/2003	16,447
6/30/2004	17,240
6/30/2005*	17,826
6/30/2006*	18,099
6/30/2007*	18,383

* Based on Caseload Forecast Council June 2004 Forecast.

OVERVIEW OF INSTITUTIONS

Major Institutions

Correction centers that primarily house maximum, close, and medium custody offenders are referred to as major institutions. They include Airway Heights Corrections Center, Clallam Bay Corrections Center, McNeil Island Corrections Center, Monroe Correctional Complex, Stafford Creek Corrections Center, Washington Corrections Center, Washington Corrections Center for Women, and Washington State Penitentiary. All male offenders are initially classified at the Washington Corrections Center-Reception Center and may be transferred to other correctional facilities to serve their sentences. The only exception are those convicted of Aggravated Murder 1, death sentence offenders, who go directly to the Washington State Penitentiary. All female offenders are referred to the Washington Corrections Center for Women and may be transferred to other female correctional facilities to serve their sentences.

Major institutions emphasize education, vocational training, treatment, work assignments, and employment. All offenders capable of doing so are expected to work or to participate in an educational or vocational program. Offenders may participate in programs such as Anger/Stress Management, Chemical Dependency, Cognitive/Behavioral Change, Correctional Industries, Mental Health Treatment, Religious

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Programs, Victim Awareness education, and Educational programs such as basic skills, GED, and English as a second language.

Specialized services are provided at specific facilities. The Sex Offender Treatment Program is based at the Twin Rivers Unit of Monroe Correctional Complex. In-patient mental health treatment is provided at Monroe Correctional Complex Special Offender Unit, Washington State Penitentiary, and McNeil Island Corrections Center. Mental health services and sex offender treatment are available for women at Washington Corrections Center for Women. Offenders who present severe behavior problems in the general population are housed in Intensive Management Units at Clallam Bay Corrections Center, McNeil Island Corrections Center, Washington Corrections Center, Stafford Creek Corrections Center, and Washington State Penitentiary.

Minimum Institutions

An offender in a major institution typically progresses to a minimum institution when his or her behavior and release date warrant a “promotion”, or offenders may also be classified as low risk and sent to a minimum institution directly from the reception center. The focus of minimum institutions is to further develop a work ethic through forestry management or other work programs. There are seven stand-alone minimum institutions: Ahtanum View Assisted Living Facility; Cedar Creek Corrections Center; Coyote Ridge Corrections Center; Larch Corrections Center; Olympic Corrections Center; Tacoma Pre-Release; and Pine Lodge Corrections Center for Women. Minimum-security camps are also collocated at the Airway Heights Corrections Center, Monroe Correctional Complex, Washington Corrections Center for Women, and Washington State Penitentiary. There is a Correctional Industries’ (CI) agricultural program at the Washington State Penitentiary. The Department contracts with the Department of Natural Resources at Airway Heights Corrections Center, Larch Corrections Center, Cedar Creek Corrections Center, Coyote Ridge Corrections Center, Monroe Correctional Complex, Olympic Corrections Center, and Washington Corrections Center for Women to provide work crews for fighting forest fires, tree planting, and tree trimming. Ahtanum View Assisted Living Facility houses aged, medically challenged, and disabled offenders and provides programming opportunities that will enhance their successful transition to the community.

Both facilities provide programs offered through the local community colleges, Employment Security Department (Corrections Clearinghouse), and contract chemical dependency providers. These programs focus on basic education, victim’s issues, chemical dependency, employment issues, and personal growth.

A portion of eligible offenders in a minimum institution may progress to a community-based work release facility prior to final release into the community.

Work Release Facilities

Work release provides an opportunity for offenders to successfully transition back to the community with employment. There are currently 15 work release facilities statewide to provide offenders with transition opportunities in most urban areas.

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FACILITY DESCRIPTIONS

Ahtanum View Correctional Complex is located in Yakima, Washington. This facility includes a 60-bed work release and a 120-bed assisted living facility. The facility has a total capacity of 120.

Airway Heights Corrections Center is located in Airway Heights, Washington, a community four miles west of Spokane, Washington. The facility includes a 400-bed minimum facility collocated with a 1,536-bed medium facility. The minimum unit is of wood frame construction and enclosed by a 12-foot perimeter fence. A few yards to the east is the medium unit with an outlying support building to the south on a 168-acre site. It has a total capacity of 1,936.

Cedar Creek Corrections Center is located 23 miles south of Olympia, Washington in the Capital Forest. The facility includes two 200-bed minimum living units. It has a total capacity of 400.

Clallam Bay Corrections Center is located in Clallam County on the Olympic Peninsula about 50 miles west of Port Angeles, Washington. There are 858 beds in four close custody units, four medium units, and one Intensive Management Unit. Total capacity for the facility is 858.

Coyote Ridge Corrections Center is located within the town of Connell, Washington, approximately 37 miles north of the Tri-Cities. The facility is situated on a 40-acre site and includes 600 beds with two separate minimum living units. Total capacity for the facility is 600.

Larch Corrections Center is located near Yacolt, a town northwest of Vancouver, Washington. The facility is situated on approximately 40 acres in a relatively remote area and is accessed by unpaved forest roads. The facility includes 400 beds in two separate minimum units. Total capacity for the facility is 400.

McNeil Island Corrections Center is located on McNeil Island in the middle of lower Puget Sound approximately three nautical miles from the town of Steilacoom. Currently, the total capacity for the facility is 1,292 beds classified as medium, minimum, and Intensive Management Unit. The island and institution are reached by a 20-minute ride in one of the institution's passenger vessels. The island consists of approximately 4,413 acres with 12 miles of shoreline. The main institution is located on approximately 89 acres and is within walking distance of the island passenger dock. The minimum custody North Complex, sited on approximately 85 acres, was transferred to DSHS during the 2003-2005 Biennium.

Monroe Correctional Complex is located in Monroe, Washington. The total facility capacity is 2,266-beds and is comprised of the Twin Rivers Unit, Special Offender Unit, Washington State Reformatory Unit, and Minimum Security Unit.

The Twin Rivers Unit is comprised of four living units, one of which is the site of the Sex Offender Treatment Program. Capacity of the facility is 834.

The Special Offender Unit consists of 400 mental health beds. The Special Offender Unit provides evaluation, diagnosis, and treatment for mentally ill, seriously mentally ill, and dangerous mentally ill

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offenders within the Department.

The Washington State Reformatory Unit perimeter security is preserved by a 27-foot brick wall. It consists of two close custody living units and provides segregation housing for the entire Monroe Correctional Complex. Capacity of the facility is 632.

The Minimum Security Unit site is located adjacent to the Washington State Reformatory Unit and includes 400 beds.

Olympic Corrections Center is located on the west-end of the Olympic Peninsula, approximately 26 miles south of Forks, Washington. There are three minimum living units, approximately one-quarter mile apart with a total capacity of 340.

Pine Lodge Corrections Center for Women is located in Medical Lake, Washington. The facility was converted to all females in Fiscal Year 2005. It has a total capacity of 359.

Stafford Creek Corrections Center is located in Grays Harbor County. The current capacity is 1,864 medium custody offenders and 72 maximum custody offenders for a total capacity of 1,936.

Tacoma Pre-Release is located in Steilacoom, Washington on the grounds of Western State Hospital. This facility has capacity for 140 female offenders.

Washington Corrections Center is located four miles west of Shelton, Washington. All adult male felons who are sent to prison are initially tested and classified at the Reception Center, except for those male offenders sentenced to death. Male offenders sentenced to death are transferred directly to the Washington State Penitentiary from the sentencing court. After classification has occurred, offenders are transferred to the Training Center section of the Washington Corrections Center or another facility. The Reception Center is a close security facility. The Training Center is a medium security facility. The Intensive Management Unit is utilized for offenders who cannot be managed in the general population and is a maximum security facility. The total capacity for the facility is 1,286.

Washington Corrections Center for Women is located near Gig Harbor, Washington. The institution is divided into two separate compounds. The main institution consists of a medium security unit, a close security/reception unit, and a Special Needs Unit housing segregation and special needs offenders. A minimum-security compound is located adjacent to the main institution. It contains three minimum-security living units, industries building, food service, and various support facilities. Capacity for the facility is 738.

Washington State Penitentiary is located within the city of Walla Walla, Washington. It is the oldest facility in the state. The Washington State Penitentiary houses long-term, violent, and more serious offenders in four distinct housing areas that range from minimum to maximum security. They are, respectively: Minimum Security Unit (MSU); Medium Security Complex (MSC); Close Security Housing (main institution); and Maximum Security (Intensive Management Unit - IMU). It also houses the state's death row offenders and, when judicially mandated, conducts the executions. Total capacity for the facility is 1,825.

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INSTITUTIONAL CAPACITIES	Operational Capacity as of 6/30/04
<hr/> Intensive Management Units (IMU) <hr/>	
Clallam Bay Corrections Center—IMU	62
McNeil Island Corrections Center—IMU	43
Stafford Creek Corrections Center—IMU	72
Washington Corrections Center—IMU	62
Washington State Penitentiary—IMU	96
SUBTOTAL	335
<hr/> Close/Medium <hr/>	
Airway Heights Corrections Center	1,536
Clallam Bay Corrections Center – Close	396
Clallam Bay Corrections Center Medium Security Complex	400
McNeil Island Corrections Center	993
Monroe Correctional Complex:	
Special Offender Unit	400
Twin Rivers Unit	834
Washington State Reformatory Unit	632
Stafford Creek Corrections Center	1,864
Washington Corrections Center:	
Reception Center	816
Training Center	408
Washington Corrections Center for Women – Med/Close	410
Reception Center	56
Washington State Penitentiary – Close	461
Washington State Penitentiary:	
Medium Security Complex	1,102
SUBTOTAL	10,308
<hr/> Minimum <hr/>	
Ahtanum View Correctional Complex:	
Assisted Living Facility	120

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Airway Heights Corrections Center:	
Minimum Security	400
Cedar Creek Corrections Center	400
Coyote Ridge Corrections Center	600
Larch Corrections Center	400
McNeil Island Corrections Center:	256
Monroe Correctional Complex:	
Minimum Security Unit	400
Olympic Corrections Center	340
Washington Corrections Center for Women:	
Minimum Security Unit	272
Washington State Penitentiary:	
Minimum Security Unit	166
Pine Lodge Corrections Center for Women	359
Tacoma Pre-Release	140
SUBTOTAL	3,853
<hr/> Work Release <hr/>	
All work release facilities	674
<hr/> SUMMARY <hr/>	
Intensive Management Unit (IMU)	335
Close/Medium	10,308
Minimum	3,853
Work Release	674
GRAND TOTAL	15,170

In 2003, the Department began renting beds in local jails and other jurisdictions to address the state's bed capacity shortfall. The Department currently rents 570 beds from other jurisdictions. In addition, improvements necessary to adequately house 600 offenders were made at the Coyote Ridge Corrections Center. Construction of 100 intensive management beds at the Monroe Correctional Complex will be completed and available for occupancy in July 2006. Additional construction planned at the Washington State Penitentiary will add 1,216 additional beds for maximum and close custody offenders in January 2007 for a net gain of 460 beds at the facility.

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PLANS FOR THE ENSUING BIENNIUM

The Department's first priority is to provide a safe and secure environment for the community, staff, and offenders. Implementation of the Offender Accountability Act requires the Department to shift resources toward high-risk offenders, and will require further development of programs that reduce the risk of re-offense in the community and incorporation of evidence-based principles and practices into facilities. This initiative will result in an ongoing effort to develop the "risk assessment" expertise in all staff.

Improved staff training, updated security strategies, and operations auditing processes are all expected to result in fewer injuries to staff and offenders, improved safety of the public, and more cost effective use of limited resources, all within constitutionally prescribed settings.

The increase in intensive management status offenders and the expansion of Intensive Management Units throughout the Department places a significant operational and training challenge on supervisors and staff. The purpose of the IMU is to contain and isolate difficult to manage offenders pending demonstrations of an adjustment warranting return to the general population or ultimately release to the community.

Seriously Mentally Ill Offenders (SMIOs) are the Department's highest need, both in the Department's institutions and in the communities. The number of SMIOs under the jurisdiction of the Department, and the seriousness and complexity of their mental illnesses is increasing. The Department is proposing to address mental health staffing needs in order to meet its legal obligation to provide necessary care and maintain institutional safety.

The Department will continue to emphasize the most effective and efficient use of facilities and programs. This will include long-term planning that is responsive to an increasing offender population.

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**PROGRAM 300
COMMUNITY SUPERVISION**

Community Supervision (Program 300) is part of the Office of Correctional Operations. Community Supervision staff working in approximately 80 offices across the state supervise felony and gross misdemeanor offenders living in the community who are sentenced by Superior Courts.

In July 1981, the Legislature passed the Sentencing Reform Act (SRA) which became effective July 1, 1984. SRA is contained in Chapter 9.94A, Revised Code of Washington. SRA increased emphasis on confining violent offenders while providing community alternatives to incarceration for non-violent offenders.

In 1999, the Legislature passed the Offender Accountability Act (OAA), which significantly modifies SRA. OAA amends Chapter 9.94A, Revised Code of Washington. The key elements of OAA are:

- Focus Resources on High-Risk Offenders – The Department will deploy resources to those offenders who pose the greatest risk of re-offending and causing harm in the community.
- Hold Offenders Accountable – OAA expands the Department's authority to establish and modify conditions of supervision and to sanction violators. Department staff will have some discretion in determining the period of supervision in the community.
- Develop a Community-Oriented Approach to Offender Management – Department staff will work with local law enforcement agencies, community leaders, community groups, crime victims, and businesses in those areas where community risk is highest.

The Legislature continues to move towards a risk-based approach to managing offenders. In 2002, the Legislature passed sentencing changes (2SHB 2338) that reduced prison sentences for certain low-risk drug offenses and redirected resources to substance abuse treatment programs. These changes were implemented in 2003. In 2003, the Legislature eliminated community supervision for certain low-risk offenders and shortened prison stays by 17 percent for some low-risk prison inmates (ESSB 5990). The combined impact of these recent sentencing changes is to reduce the community supervision population to higher-risk offenders and reduce the overall number of offenders on supervision in the community.

Of the 33,600 offenders on active supervision as of June 30, 2004, 65 percent were sentenced under OAA. This number will continue to increase as greater number of offenders sentenced under OAA serve their time in prison and are released to community supervision.

SUPERVISION OF OFFENDERS

Managing Offenders by Risk

High-risk offenders are identified through a risk assessment process. Risk assessment is defined in OAA as the application of an objective instrument supported by research and adopted by the Department for the purpose of assessing an offender's risk of re-offense, taking into consideration:

- The nature of the harm done by the offender;
- Place and circumstances of the offender related to risk;
- The offender's relationship to a victim or potential victim; and
- Information provided to the Department by victims.

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The Department utilizes a Risk Management Identification (RMI) process that includes the Level of Service Inventory-Revised (LSI-R) and a violence screening tool. The LSI-R risk assessment tool assesses factors that research has identified as strong contributors to criminality and to measure an offender's risk to re-offend. The Washington State Institute for Public Policy, in a report issued January 2002, concluded that the violence screening component of the RMI system does a reasonable job of classifying offenders based on the harm they have caused in their prior criminal convictions. According to the study, the LSI-R appears to be a promising tool to assess the general risk to re-offend. The Department also uses additional risk assessment tools for special populations such as sex offenders and the mentally ill offender. Using these tools, offenders are classified into four types:

- Risk Management A (RM-A);
- Risk Management B (RM-B);
- Risk Management C (RM-C); or
- Risk Management D (RM-D).

Offenders classified as RM-A pose the most serious risk to re-offend, particularly in a violent manner. They are:

- Offenders with an LSI-R score of 41 or over and who have been convicted of a violent crime;
- Level 3 sex offenders;
- Offenders who have been designated as dangerously mentally ill; or
- Offenders who do not meet the above criteria, but who have a documented history of violent or threatening behavior specified in the violence screening tool.

The July 2004, distribution of Risk Management Levels was:

Category	Number of Offenders on Supervision	Percent
High-Risk	14,452	47.8%
Moderate and Low-Risk	14,080	46.6%
Unclassified	1,702	5.6%
Total	30,234	100.0%

Note: High-Risk includes RM-A and RM-B offenders. Moderate and Low-Risk include RM-C and RM-D offenders.

Holding Offenders Accountable

The Department requires offenders to make amends for the harm done to the victim or community.

Examples of reparation activities include:

- Payment of Legal Financial Obligations (LFO) victim restitution for the crime of conviction and court-ordered LFO's for the crime victim's compensation fee. Other payments include attorney fees, fines, etc. In addition, offenders living in the community are required to pay supervision fees while under supervision.
- Community Service Work Crews.

Department staff prepare Offender Accountability Plans (OAP) for all offenders on supervision classified as RM-A or RM-B. OAPs are shaped by the offender's risk assessment, risk management classification, and identified risk factors. They detail the intended supervision process and intervention strategies based

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on those targeted risk factors most likely to result in criminal acts. Offenders are expected to comply with the terms of the plan.

OAA allows the Department to set and modify conditions of supervision for community custody offenders. The conditions must be relevant to the crime of conviction, offender's risk of re-offending, and safety of the community. For example, the Department may impose conditions prohibiting offenders from the following:

- Contact with the victim;
- Possession or consumption of drugs or alcohol; and/or
- Frequenting high-risk places.

The Department may also impose conditions requiring affirmative acts on the part of the offender, such as:

- Treatment programs;
- Obey all laws;
- Polygraphs; and/or
- Employment/education.

Hearings

OAA expanded the Department's jurisdiction to hold hearings and sanction offenders. Prior to the implementation of OAA, offenders living in the community were under the jurisdiction of the court. Any violations of conditions of supervision were referred to the prosecutor and court for action. Now, offenders sentenced under OAA are under the jurisdiction of the Department.

The Department has a Hearings Office to conduct violation hearings and administrative reviews requested by offenders related to imposed or modified conditions. The Department may impose sanctions, including incarceration, when offenders violate conditions of supervision. Research has shown that immediate consequences to violation behavior through the use of a system of graduated sanctions has a significant deterrent value. Total confinement is required when safety of the community is a factor.

Offender Change Programs

Research has shown that intensive supervision alone, without intervention programs designed to affect dynamic risk factors, does not significantly reduce the risk of an offender re-offending. In keeping with the research, OAA directs that the offender be offered an opportunity for self-improvement in order to reduce the risk to re-offend. The Department provides offenders with programs designed to strengthen efforts in community protection and offer the offender the opportunity for self-improvement. A significant priority is chemical dependency treatment. Other offender programs include job search, life skills, parenting, and anger management.

COMMUNITY ORIENTED ACTIVITIES

OAA mandates that Community Corrections Officers (CCOs) be dispersed throughout communities consistent with the distribution of the highest risk offenders. During this biennium, the Department continues to locate staff in community centers, police sub-stations, or other outstations where CCOs can be closer to the offenders being supervised, and to the community in which the offender lives. CCOs work with other criminal justice and social service professionals, along with citizens to manage the

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highest risk offenders through Risk Management Teams. The CCO coordinates the activities of these teams and they provide a level of supervision and involvement not previously achieved by the Department.

Collaborating with others in high-risk neighborhoods, whether criminal justice agencies or concerned citizens and citizen organizations, the Department can be part of the effort to identify and implement s

Fugitive Apprehension

Staff are also deployed statewide to engage in coordination activities with local law enforcement agencies to apprehend fugitive Department offenders. Primary activities are focused at the highest risk offenders. This activity is expected to impact the many warrant cases currently outstanding on Department offenders.

POPULATION FORECAST

The Caseload Forecast Council, an independent state agency, adopts the Adult Community Corrections Forecast under the provision of RCW 43.88C. This forecast is the basis of the Department's budget request.

The Adult Community Supervision caseload includes Contact Required and Inactive cases. Supervision caseloads for Monetary Only were eliminated from the Department's statutory jurisdiction in 2004 as a result of ESSB 5990. Overall, in the next three years, Contact Required caseload is expected to stay constant and Inactive caseloads are expected to decline by about one percent annually.

Community Supervision Population Data			
	Contact Required	Monetary Only	Inactive
6/30/1998	31,173	23,208	31,999
6/30/1999	30,973	22,979	34,703
6/30/2000	30,278	26,458	32,769
6/30/2001	31,323	27,364	32,988
6/30/2002	35,719	27,145	30,466
6/30/2003	37,757	27,169	27,231
6/30/2004	30,439	5,324	16,265
6/30/2005*	30,649	0	12,721
6/30/2006*	30,483	0	11,427
6/30/2007*	30,556	0	10,949

* Based on Caseload Forecast Council June 2004 Forecast.

PLANS FOR THE ENSUING BIENNIUM

OAA introduced significant changes in the way the Department provides community supervision of offenders. Because of these dramatic changes in the nature of supervision, the Department conducted a workload study in 2002 that serves as the baseline information to describe the focus of staff resource utilization, identify workload drivers and indicators, and provide tools to help estimate staffing resource

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changes. A total of 222 staff representing a variety of job classes participated in the study. During the two months of the study, the Department collected more than 22,000 random observations of the participants' work processes, work location, offender classification, and other work activity information being performed at the exact time of the observation.

Some of the study results showed that:

- Time spent by staff in the field is focused mostly on direct offender work and over two-thirds of field staff time is spent on work processes that involve direct offender or case work.
- There is considerable variation in the time spent on different offender classifications, with staff spending on average significantly more time on the supervision of high-risk offenders.
- Staff generally spend more time on offenders who are on supervision for a sex offense under the sanctioning authority of the court.

Workload Matrix

The workload study provided valuable information on how resources were being utilized. That information, combined with some performance-based analysis to determine what work was not being completed, was used to develop a workload matrix which the Department adopted as the tool for estimating staffing requirements based on certain scenarios, and for distributing resources accordingly.

The matrix computes results by combining three types of information:

- Baseline data on staff time collected during the workload study;
- Statewide data on workload counts (numbers of offenders in different categories and numbers of workload indicators for different work processes); and
- Changes to assumptions that have been entered or selected by the user of the model.

For purposes of budget submittals, population forecast information obtained from the Caseload Forecast Council is used as the basis for the statewide data inputs. The Department then applies the matrix to this data to determine the number of workload-related staff that are necessary to manage offenders, and use that number as the basis for the funding requests. The model is used to distribute staff among the five regions, and to determine if staff are properly distributed across all the field offices to manage the workload throughout the state.

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PROGRAM 400

CORRECTIONAL OPERATIONS – CORRECTIONAL INDUSTRIES

Program 400 – Correctional Industries is part of the Office of Correctional Operations and includes funding for developing and implementing programs designed to offer offenders employment, work experience and training, and to reduce the tax burden of corrections. These programs are categorized into five general classes as defined by the Legislature (RCW 72.09.100):

- Class I – "Free-Venture" Industries – Private industries ("employer model") operating within an institution which provide management, on-site work supervision, on-the-job training, and all required equipment. Additionally, Correctional Industries may operate "customer model" industries to provide goods or services to Washington State businesses. Class I partners operate businesses such as mini-blinds, power sewing, upholstery, welding, concrete products, and custom packaging. Recent court decisions that eliminated the use of Class I Industries will require the Department and Legislature to re-examine this class of industries in the near future.
- Class II – Tax Reduction Industries – State-owned and -operated manufacturing plants and service operations producing goods and services for sale to the public sector and non-profit entities. Items are provided to reduce the cost of goods and services to state and local government and not-for-profit organizations. Class II operates 31 individual businesses including wood furniture and restoration, metal products, cell furnishings, garments/textiles, signage, asbestos removal, recycling, license plates and tabs, printing, laundry, bindery, optical laboratory, food factory, meat cutting, seating, and embroidery.
- Class III – Institutional Support Services – Initial offender work assignments to provide support services within each facility. This provides training and experience to offenders, reduces offender idleness, and provides necessary services at a minimal cost to the Department. Class III Institutional support ranges from buildings and grounds maintenance to food service, barber, and laundry services.
- Class IV – Community Work Industries – Governmental or non-profit organizations which employ offenders incarcerated within Department facilities. Class IV community service contracts primarily provide grounds and building maintenance services to the contracting agency.
- Class V – Community Service Programs – Offender work designed to benefit the community performed by offenders sentenced to community service hours in lieu of incarceration as ordered by the sentencing courts.

In 2004, legislation (SB 6489) set a six-year, phased-in offender job target for offenders working in Class I and II Correctional Industries work programs. The offender worker targets are effective June 30, 2005 and end June 30, 2010. The employment targets are based on the number of Class I and Class II offender jobs as of June 30, 2003 and are subject to the availability of program funds. Offenders working in Class I and II industries contribute through mandatory deductions from wages and gratuities to the following: cost of incarceration; victim's restitution; repayment of legal financial obligations; mandatory savings; and other debts.

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On May 13, 2004, the Supreme Court of Washington found that the Class I program violated the Washington Constitution, Article II, section 29 in the case of Washington Water Jet Workers Association, et al v Howard Yarbrough et al. This decision was upheld on August 19, 2004 and the Court issued an order denying the Department of Corrections and MicroJet's Motions for Reconsideration. This decision affects nine private companies and approximately 300 offender workers statewide. The phase-out plan is in the implementation process and CI is developing plans to create 232 Class II offender jobs to replace the lost Class I jobs.

The elimination of the Class 1 program and the immediate loss of 300 jobs will likely increase the level of offender idleness within the facilities for a period of time. The change in work conditions, loss of wages, and disruption to historical day-to-day operations may become a destabilizing factor in several facilities.

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**PROGRAM 600
INTERAGENCY SERVICES**

The Department receives direct services from other agencies for activities shared by most State agencies. Costs for these services and activities are based on utilization and a standardized rate calculated by the service provider. The services and service provider are frequently identified and mandated by law. The following agencies provide services used by DOC:

Department of General Administration - Risk Management – Includes payments for self-insurance, general liability, commercial insurance, vehicle claims, and administrative fees.

Other Department of General Administration Activities – Includes payments for facilities and services, consolidated mail, and purchasing and contract administration.

Office of the Secretary of State – Includes payments associated with archives and records management.

Office of the State Auditor – Includes auditing services payments.

Office of Minority and Women's Business Enterprises – Includes funding for Office of Minority and Women's Business Enterprises services.

Office of the Attorney General – Three separate divisions of the Office of the Attorney General provide legal services to the Department including Corrections, Tort Investigation, and Labor and Personnel. The Tort Investigation Division and Labor and Personnel Division provide legal services to all state agencies. The Corrections Division provides services to the Department and also the Indeterminate Sentence Review Board, and Sentencing Guidelines Commission. In addition to representing the Department and its employees in state and federal courts and before various administrative bodies, the Office of the Attorney General manages litigation regarding or initiated by offenders. Litigation includes federal civil rights actions, habeas corpus petitions, constitutional, death penalty, offender property, and sentencing claims. The Tort Investigation Division provides personal injury claims, civil rights, and other tort case representation and advice. The Labor and Personnel Division provides advice for the Department regarding employee issues, labor/management relations, union activities, merit system issues, and personnel appeals.

Department of Personnel – Includes payments for the Human Resource Information Systems Division (HRISD) and Personnel Services Division.

Office of Financial Management – Payments for the Agency Financial Reporting System (AFRS), The Allotment Preparation System (TAPS), Budget and Allotment Support System (BASS), Capital Asset Management System (CAMS), and Travel Voucher System (TVS).